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USAREC

February 1993

Recruiter Journal



Honoring the Black Soldier



Commanding General
United States Army Training and Doctrine Command
Fort Monroe, Virginia 23651-5000

December 7, 1992

Major General Jack C. Wheeler
Commander
US Army Recruiting Command
Fort Knox, Kentucky 40121-2726

Dear Jack:

Appreciate your November 18 letter and USAREC status report. Congratulations on a great year.

We get to see first-hand many of these great Americans on visits to the training base. Continue to be impressed and truly appreciate the great work from the professionals on the USAREC staff.

No doubt there are challenging times ahead. However, am confident next year will be as rewarding.

Thanks for all you and your staff are doing.

Sincerely,

Frederick M. Franks, Jr.
General, U.S. Army

USAREC Recruiter Journal

February 1993

FLARE

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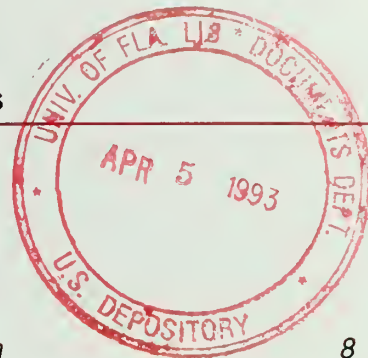
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February celebrates Black History
(see story page 8)



The way I see it

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

SSG David A. Dawson, Nurse Recruiter, Culver City, Calif., writes:

On processing nurse applications: Transfer review responsibilities to the brigade and omit USAREC from the review process. There are very capable NCOs and officers at the brigade level who can review each application from within their brigade, call down the appropriate changes to the recruiting station and have the packets to the Office of the Surgeon General (OTSG) in about 10 to 20 days, less time than it currently takes. As it is, we send the applications to USAREC, they take at least 10 days (work days) to review, call corrections to brigade, who in turn call the corrections to recruiting stations. Corrections are made and sent to USAREC after any questions are resolved through brigade to USAREC. The application is then sent to OTSG, another review is made and corrections, if any, are handled through USAREC, then brigade, down to the recruiting station. As an example, I sent a packet to USAREC on 19 Oct. I was informed 20 Nov it was board-ready.

On NRAPS improvement: I believe the software is currently being scrubbed to debug the problems and I'm sure my input has already been addressed, nonetheless -

DD 398-2 and DA 61: Maiden name info doesn't allow dates used input.

DD 398-2, Item 8a(1): Software doesn't insert an "X" in the box.

DD 398-2, Item 11: Should allow for continuation of work experience if more space is needed, i.e., print extra data on a continuation sheet generated by the software if data exceeds space.

Add a "Preview Option" to allow the operator to see the work on screen before printing the forms. It would save paper if we were able to print a single page of a multi-page form. For example, if an error was made on page 3 of the 398-2, we have to reprint the entire four pages of the form.

DA 61, Item 27g: Doesn't print date of last promotion. Items 27e and 28e doesn't always print correct rank. Even though I've inserted E4 in the appropriate title box, E1 prints to the form.

DD 398-2, Item 8: When applicable, the computer does not print alien or naturalization information even though it has been entered in the appropriate title box.

The USAREC Chief of Staff responds:

Thank you for your suggestions. The following information is provided to let you know what is happening with each idea.

Your comments about application review are in keeping with activities already in progress. Health Services Directorate finished the review process as of 1 Jan 93. The procedure varies somewhat in the field, but the goal is to have final application review done by the station commander. Once the application has met station commander review, it is forwarded directly to OTSG for final review and preparation to go before the selection board. Problems identified at OTSG level are called to HSD as well as the brigade to expedite the correction process. Our aim is to streamline the application processing to the extent possible.

Your comments on the DD Form 398-2 have been given to our NRAPS programmer. These items had already been identified and some have already been fixed. The continuation sheet is currently being worked on. The ability to print one page of a multi-page form has been suggested along with the preview capability. All recommended changes for NRAPS are prioritized to integrate regulatory changes and to correct form problems first, then to expand options. Updated software containing corrections is scheduled to be published quarterly as needed.

The point of contact for this action is LTC Dinah Halopka, Health Services Directorate, 1-800-223-3735, extension 4-0338.

*How do
you see it?
Send your
comments
on the form
on page 15.*

CG announces Operation Dig

■ The production challenges of the last several months have resulted in a significant shortfall of scheduled accessions for the months of February through May.

In an effort to both stimulate and reward production in enlisted and nurse contracts and the commanding general introduced the Operation Dig (Determination, Integrity and Guts) Award Program.

Reference: Recruiting Edge Incentive Award Point Value Update (effective 2d Quarter FY 93).

Time period: for Operation Dig Award is RSM January through RSM May.

The criteria individual recruiters must meet to qualify as an Operation Dig Award recipient:

- RA recruiter — 15 net volume contracts
- USAR recruiter — 20 volume contracts
- RA nurse recruiter — 3 commissions
- USAR nurse recruiter — 8 commissions

The awards: Operation Dig award recipients will be awarded:

- 100 CG bonus points (in addition to monthly and quarterly production points)
- CG Letter of Commendation
- CSM Certificate of Appreciation
- A specially struck Operation Digger collectors pin/tie tack

For further information, contact SFC Michael Ayers at HQ USAREC Recruiting Operations, 1-800-223-3735, extension 4-0714.

SF award points

■ Reference USAREC Regulation 672-10, dated May 31, 1989 and USAREC's Recruiting Edge, effective 2d Quarter FY 93, incentive award points for Special Forces (SF) recruiters are as follows:

- For each applicant that reports to Fort Bragg, N.C. with an approved packet, the SF recruiter will receive three points.
- For each applicant input into Special Forces Assessment and Selection Course, SF recruiter receives five points.

Incentive award points for USAR Technical Warrant Officer recruiter are as follows:

- Packet reviewed and accepted at HQ USAREC, recruiter is awarded ten points.
- Proponent qualified/board eligible, recruiter is awarded 40 points.
- For each overproduction of quarterly mission, recruiter is awarded 50 points.

The RA guidance counselor points are computed in the same manner as battalion staff members, plus points received from the sale of priority MOS published monthly via REQUEST message.

The USAR guidance counselor points are computed in the same manner as battalion staff members, plus points received from the sale of MRP screen one sales (one point for each screen one sale).

For further information contact HQ USAREC RO. POC is SFC Ayers, 1-800-223-3735, extension 4-0714.

Ranger Memorial

■ The Ranger Memorial Foundation is currently seeking support for the construction of a Ranger Memorial on Ranger Field at Fort Benning, Ga. The Rangers have a legacy of valor and service to our country dating back to the 1700s and have served with great distinction in defense of our freedom.

The memorial will be shaped like a spearhead to symbolize the strike operations conducted by the Rangers. Prominent in the design, is a commando knife, a Ranger Tab archway and individual association monuments for different Ranger veteran groups. The memorial will be surrounded by a low wall and oak trees with a

CONAP Stats

Brigade	Agreements for 1-31 Dec 92	Total CONAP Agreements
1st	79	1,719
2d	165	3,572
5th	144	1,858
6th	22	584

Ranger Walk leading to the archway made up of engraved individual granite stones. This monument will provide a striking memorial to all Rangers; past, present and future.

All Rangers interested in receiving more information on this project can contact the Ranger Memorial Foundation, Inc.

P.O. Box 5948

Attention: Ralph Puckett
Columbus, Ga. 31906-0948.

Airlines reinstate furlough fares

■ Six airlines have reintroduced military leave fares, better known as furlough fares. Northwest, Continental, Delta, Southwest, United and USAir have joined two other airlines — Trans World and Southwest — that already offer furlough fares. Northwest announced recently that its coach prices are discounted as much as 60 percent in some markets. These fares are available to all active-duty servicemembers on leave and their families.

The fares offered by Northwest and most other airlines require no advance purchase, are fully refundable, and can be for one-way or round-trip travel. Terms and conditions of the furlough fares vary among airlines. For more information, contact your Leisure Travel Office or your preferred airline.

ARNEWS

More soldiers eligible for voluntary separation

■ Soldiers in three military occupational specialties have been added to the list of those eligible for the fiscal year 1993 enlisted

Voluntary Early Transition Program. Specialists and sergeants in MOS 31K, Combat Signaler; 31V, Unit-Level Communications Maintainer; and 39D, Decentralized Automated Service Support System Computer System Repairer, may now apply for the VET Program, according to officials at U.S. Total Army Personnel Command.

Officials indicated that 3,441 soldiers in MOS 31K; 2,089 in MOS 31V; and 164 in MOS 39D are eligible for voluntary early transition. For more information on the VET Program, contact your local personnel action center.

ARNEWS

Expanded dental plan nears implementation

■ More details were set for the expanded Dependents Dental Plan, in a Nov. 16 workshop held by the Office of the Civilian Health and Medical Program for the Uniformed Services.

Enrollment in the expanded benefits plan will be automatic for all sponsors with eligible family members, even if the sponsor had previously declined enrollment or had disenrolled from the basic plan. However, sponsors stationed outside the continental United States when the extended plan begins will not be automatically enrolled, unless they are already enrolled in the basic plan.

There will be a 90-day disenrollment period for those who wish to decline the new program. Some issues still remain open, such as the monthly premium, co-payment cost and a premium rate for junior soldiers.

ARNEWS

Toll-free number to support families of deployed soldiers

■ A toll-free phone number at the Pentagon can provide family members of deployed soldiers with answers to family-support questions. The Army Family Liaison Office Information Line, 1-800-833-6622, handles calls for help and information Monday through Friday, 7 a.m. to 4:30 p.m., Eastern Standard Time, from anywhere in the United States, including Guam, the Virgin Islands and Puerto Rico.

Officials suggest contacting the local Army Community Service office first. But if ACS doesn't have the answer, or if the family doesn't live near a military installation, the information line can help. All requests to the Information Line are handled confidentially.

ARNEWS



FEBRUARY 15

Keys to strategic selling

The most successful sales efforts are based on strategy. Strategy selling is maximizing your resources — using your resources to the best advantage — to sell to the greatest number of prospects with the least cost in time and material. You can't sell to everybody. So this month we are going to look at the strategic planning process and identify some keys to selling strategically . . . and successfully.

What do you sell? This is the first question you must ask yourself. What do you sell to your prospect in terms of the result, the benefit, the problem or felt dissatisfaction that you solve? What is it that you are offering? What are the prospects thinking when they hear your presentation? What can they accomplish by using your product?

The average recruiter may think the answer to this question is simply that he or she sells an enlistment or a commission in the United States Army or Army Reserve. Professionals know differently. The professional salesperson knows that an enlistment or a commission into the Army or the Army Reserve is merely a tool that prospects use to improve themselves. It's a tool that's used to provide the solution to a problem. Remember that all buying decisions are emotional. They are made because of a desire for gain or a fear of loss.

Not properly answering this question will cause you to make the big mistake that almost all unsuccessful or marginally productive salespeople make. They become

so immersed in their product or service that they think they are selling their product or service. These salespeople become totally detached from their customer and don't realize that the customer doesn't care about your product or service. The customer only cares about his problems. He cares about his needs.

So ask yourself what is it that you sell? Ask yourself what is the result that your prospect gets from buying your product? Sell the result and the benefit your

prospect will receive. Sell the key idea. Sell solutions to prospects' problems.

Who is your ideal prospect in your area? This is the second question to ask yourself. If you could go out into the marketplace and pick your ideal prospects, which ones would you pick? Who would they be? Where would they be? What would they look like inside and out? Where would they be located? What time of the year would they buy?

To discover the answers to these questions you have to ask yourself two things:

- (1) What are the **demographics** of your prospects?
- (2) What are the **psychographics** of your prospects?

The *demographics* of your ideal prospect is where he or she lives, works or goes to school, and where he or she goes for recreational or leisure activities. The *psychographics* of your ideal prospect is his or her attitudes and beliefs.

Knowing the demographic information allows you to know where you have to go to find your ideal

Sell the key idea — sell solutions to your prospects' problems

prospects. Knowing the psychographics will help you know how to approach your prospect. It will also give you the information you need to structure your presentation to this market. Consider both the demographics and psychographics of your ideal customer.

Who are the different buyers to which you must sell? **Complex sales** is a term in professional selling that means that more than one level of buyer must be sold. Once the initial buyer is sold, the product or service must again be presented to the next higher level for approval, etc., until the final approval authority is sold. Recruiters encounter complex sales when selling the programs of the Army and the Army Reserve to prospects who cannot legally sign an enlistment contract on their own, such as those needing parental consent. There are others who will not make a decision without the approval from some additional source, such as a spouse or a close relative.

Find out who the different buyers are as quickly as you can. Realize that you have to sell them, too. Include them in the initial presentation, if possible. Selling them as soon as possible will save you time.

Now comes the key question. **What is your competitive advantage?** List five key features of your product. List five things that make your product different in the marketplace. Then ask yourself in which of these features are you better than anyone else. Every company either has a competitive advantage, something that is important to their customers that nobody else has, or they don't. The Army has a competitive ad-

vantage. Take it and use it as the focal point of your entire sales effort. You have to go to the prospects for whom that specific advantage (that only you have) is important.

The most important key to strategic selling is **concentration**. Concentrate all of your efforts on the market segment that you have identified as your high payoff market segment. Make maximum use of your time and efforts. Make them pay the highest dividends possible.

These are the keys to strategic selling. It's really quite simple. Strategic selling merely means selling that you think through in advance. It's selling whereby you analyze who your market is, where they live, and what they believe. It's selling to the right buyer, to the person with the authority to buy. And it's selling to solve problems, not to just get an enlistment or commission.

SFC Dennis Margheim, HQ USAREC Training

***You will become as
small as your controlling
desire; as great as your
dominant aspiration.***

—James Allen

Training Tips

A part of strategic selling is zeroing in on the competitive advantage of a product or service and then using that advantage as a focal point of your sales effort. Perform the following exercise to determine your competitive advantage and where you can sell that advantage strategically.

1. List five features that make the Army and the Army Reserve different or unique in the marketplace.
2. For each of these five features, list what makes it superior to our competitors' programs.
3. List the prospects or prospect groups to which our competitive advantage is most attractive.

Getting on TV

The Jacksonville Recruiting Battalion finds that effective use of the media, especially television, makes the difference. There, the public affairs staff and the battalion commander have developed an excellent rapport with a television station in Savannah, GA.

LTC David Walters, Jacksonville Battalion commander, even has a favorite program, the Coastal Sunrise Show at 6 a.m. on WSAV-TV. He is on the program regularly on the last Wednesday of each month.

"It's early morning, but parents watch the news before they go to work and many students are also watching while having breakfast before school. You can't beat that combination," Walters says.

WSAV-TV news director Dave Winstrom likes the idea of having Walters appear on a regular basis.

"We're a service organization; we serve our community. It doesn't bother me that we do the Army all year. In fact, I welcome it. It's also one less interview we have to hunt for on a daily basis," Winstrom said.

The show's host, Lisa Mozer, knows and understands the military because she is a Marine Reservist. She feels her Reserve status gives her work an added perspective.

"There is so much violence in the world. When I go out, I look for some of the good and

there's a lot of good in the military. I can ask the right questions about the military because I've been there," says Mozer.

Walters prefers the format of Coastal Sunrise to a brief shot on the evening news.

"Recorded interviews for the 6 o'clock news do not always end up the way you thought they would," he says. "They may interview you for 30 minutes and you only get a 30-second sound bite. You don't always see the most important point you wanted to get across."

Mozer blocks out approximately 4 minutes for her interview with Walters.

"It's just the right amount of time," she says. "Viewers don't get so bored with the information that they change channels, and 4 minutes allows three or four valid points. It's just enough information that people remember it. They may not remember every detail, but it isn't so long that they want to switch channels."

It's the details that Ted Jones, acting battalion A&PA chief, works on.

"One thing I try to do on every television interview is get in the telephone number of the local Army recruiting station. I try to coordinate with either the on-air interviewer or the director so there's no error when the number is superimposed over the bottom of the screen," says Jones. "I want to make it easy

for the viewer to contact the local recruiter."

Jones also makes sure that the station secretary gets the local recruiting station phone number because, according to Mozer, "We also get some calls here whenever LTC Walters is on. They want to get in touch with him or they want to ask about some detail. With every show, we get some kind of response."

Winstrom offers some pointers for arranging interviews on television.

"Look at the format the TV stations have. As a news operation, 6 p.m. and 11 p.m. are our two primary shows. But a program on a morning show or a noon show tends to be a little looser. There we try to do interviews on a regular basis so that people can understand and actually look forward to the regular's next visit. There is probably a television station in your area that would entertain the idea of doing a morning show (interview) on a regular basis."

Reminder: It's not just battalion commanders who should explore media possibilities. Many other members of USAREC, to include recruiters, have been articulate and credible command representatives in dealing with news media.

Honoring the



Members of the Harlem Hellfighters, 369th Regiment, an all-black, all-volunteer unit that served with the French 16th Division in WWII. The 369th lost half its men and was in front-line combat for longer than any other unit. (Photos from the archives of the Veterans of Foreign Wars, Kansas City, Mo.)

black soldier

As we reflect during this month celebrating African-American history, let's look at the words spoken by a member of the 55th Massachusetts Infantry just 100 years ago. In 1892, COL Norwood Penrose Hallows made the following remarks about black soldiers:

"We called upon them in the day of our trial, when volunteering had ceased, when the draft was a partial failure, and the bounty system a senseless extravagance. They were ineligible for promotion, they were not to be treated as prisoners of war. Nothing was definite except that they could be shot and hanged as soldiers. Fortunately it is indeed for all of us, as well as for them, that they were equal to the crisis; that the grand historic moment which comes to a race only once in many centuries came to them; and that they recognized it."

Many see the start of African-American heroism in the

military with the start of the Civil War, some the American Revolution. But, in reality, African-Americans were part of military history since the 1600s.

At first, African-American soldiers were few in number. The white colonial militia would rely on black soldiers to clear a blockhouse. In times of emergency, when threatened by invasion or Indian attack, they entrusted the African-American with musket, ball, and powder. When given the opportunity to fight, African-American soldiers did extraordinarily well, but when the threats subsided only a few token black soldiers would remain.

The original militias required both white and black soldiers to help defend domestic order against Indian attack and European transgressions. But by 1662, the colonies, apprehensive about training slaves in the use of arms, began restricting African-Americans in military affairs.

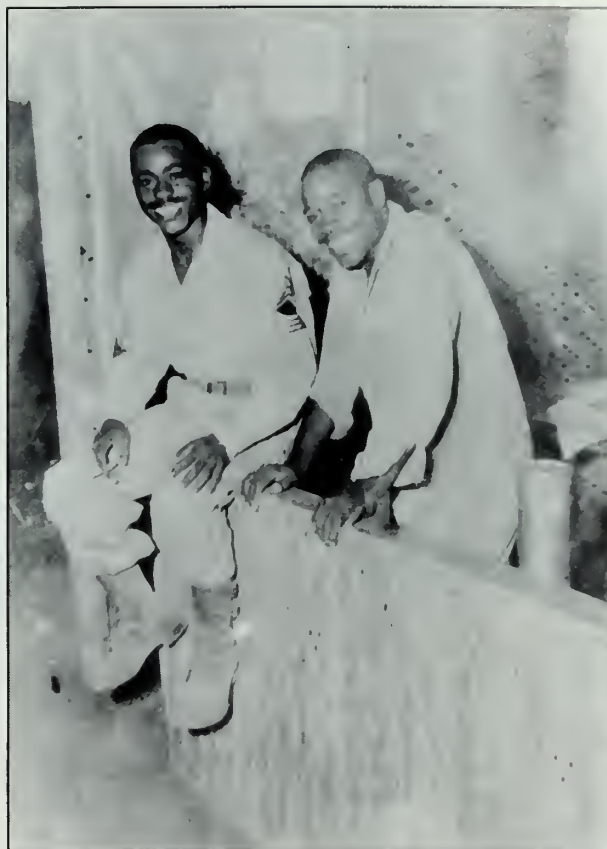
Although an estimated 5,000 black soldiers fought with the Colonial forces in the American Revolution, their services and achievements were quickly forgotten after the war. Political and social policy dictated that they be barred from the regular armed forces and militias of the new nation.

It was not until the Civil War that African-Americans were again allowed to bear arms. In fact, it was during the Civil War that "Negroes" became officially recognized as a permanent part of the United States armed forces.

In a bloody assault on Battery Weakness near Charleston, S.C., in the summer of 1863, as depicted in the recent movie *Glory*, a suicidal assault by the 54th Massachusetts Infantry resulted in the death of over one-third of the regiment, including their commander, COL Robert Gould Shaw. The 54th included recruits from every state in the Union, the African-American elite of that day. Inspired by the example of the 54th, nearly 180,000 African-Americans served under white officers in a segregated Army during the Civil War.

Abolitionist-orator Frederick Douglass, father of two members of the 54th Massachusetts Infantry, declared: "Once let the black man get upon his person the brass letters U.S., let him get an eagle on his button, and a musket on his shoulders, and bullets in his pocket, and there is no power on Earth which can deny that he has earned the right to citizenship in the United States."

The black soldier had fought his way into the Union Army by his courage, tenacity, and sacrifice before he was officially recognized as a soldier. In the century that followed the Civil War, African-Americans frequently echoed Douglass's sentiments, determining that if their civil rights could not be guaranteed by logic, justice and humanity, then they would win those rights with courage,



MSG (1SG) Fred Bowen, Montgomery, Ala., and PVT Benjamin O. Davis Sr., were members of the 1348th Army Aviation Engineers in the Philippines in 1945. Davis went on to become the first black general in the U.S. Army.

loyalty and blood.

In 1866 Congress decreed the regular Army should include six black regiments, four infantry and two cavalry. Troopers of the 9th and 10th Cavalry Regiments shared a nickname — the Indians called them "buffalo soldiers" because of their hair's resemblance to buffalo hair.

In 1880, the Buffalo Soldiers were instrumental in subduing Victorio, a leader of the Mescalero Apaches. History says that, although the Apaches had eluded the Texas Rangers from 1877-1880, they met their match in the Buffalo Soldiers, who pursued and fought the great chief over thousands of miles in an



It's back home for this group of American soldiers, for a well deserved furlough and reassignment from the China-Burma-India theater during WWII.



A black member of the 3d Infantry Division in Korea, 1951.

unrelenting contest of courage, skill, endurance and attrition.

Despite their achievements the Buffalo Soldier received virtually no credit at the time. Nearly 20 years later, the 9th and 10th Cavalries made their presence known in the Spanish-American War when their regiments cleared the way for the charge by Teddy Roosevelt's Rough Riders up San Juan Hill in Cuba. As a result of that battle, two members of the 10th were awarded Medals of Honor for their gallant service.

During World War I, the Army had few problems in attracting African-American soldiers to the recruiting office. Major General Tasker H. Bliss, assistant to the Chief of Staff, said:

"The Negroes seem to take naturally to military service and at this moment at the snap of a finger we could recruit all of our colored regiments to war strength and plenty more."

The Army wanted to ensure African-American support in the war against Germany and tried to find assignments for black soldiers that would separate them from whites to minimize the possibility of race riots.

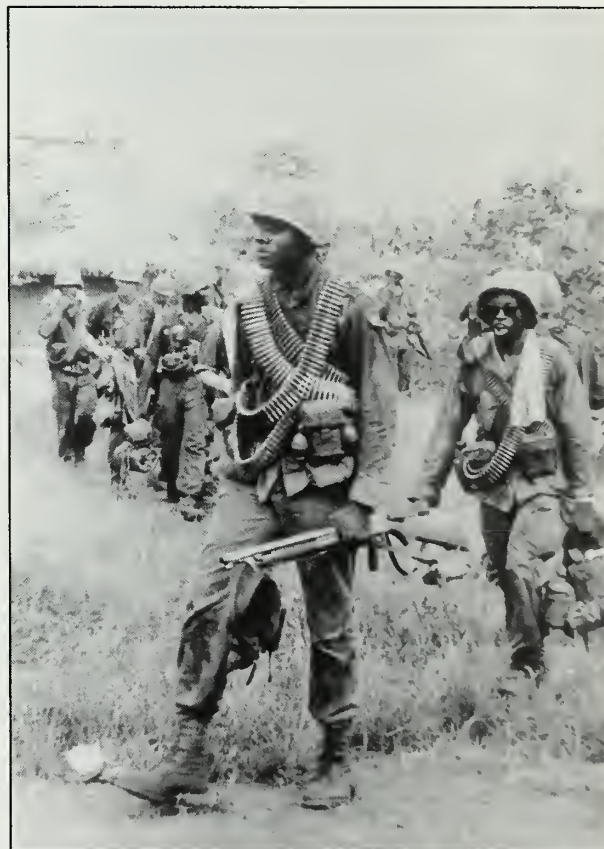
About 200,000 African-American soldiers served in France during World War I. The all-black 369th Infantry Regiment, which served directly under the French, received high praise from its French commander. They never lost a prisoner, a trench, or a foot of ground during 191 days under fire, which was longer than any other American unit.

A pivotal year for black service in the armed forces came in 1940. During the summer, debate on the proposed Selective Service Act gave African-Americans and their allies an opportunity to present their views before Congress and the nation. They formed a lobby to

end racial discrimination in defense employment.

Congress voted to give African-Americans the opportunity for military service that their spokesmen had demanded. Therefore, when the Selective Service Act became law in mid-September, it specified that there would be no racial discrimination in the interpretation or execution of the new legislation.

Roosevelt, seeking a third term and needing the African-American vote, announced a revised racial policy in October 1940. He agreed the number of black soldiers in the Army would correspond to their percentage in the general populace. In addition, he pledged to African-Americans that they would be eligible to serve in the Army Air Corps and would also be eligible for officer training in other branches of military service. They would also have access to civilian jobs at Army posts. The White



Black members of the 173d Airborne Brigade after a search and destroy mission in Vietnam in 1965.



Recruiter SFC Zachary Jones, Westport (Kans.) RS, and another Buffalo Soldier escort the oldest living Buffalo Soldier, 109-year-old Jones Morgan, to the Buffalo Soldier Monument dedication. (Photo by Bob Wrolstad)

House then announced that COL Benjamin O. Davis Sr. would be promoted to brigadier general, the first African-American officer ever to achieve this rank.

December 1944 brought shortages of infantry riflemen replacements in Europe. This compelled the Army to ask for volunteers from all-black units. Within two months, 4,560 African-American soldiers volunteered, some taking reductions just to sign on. Of the more than 2.5 million African-Americans who registered for the draft in World War II, about 909,000 served in the Army.

On July 26, 1948, President Harry Truman issued an executive order declaring the policy of the president: "that there shall be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion, or national origin."

On October 30, 1954, the Pentagon announced all-Negro units had to be abolished, bringing to an end a long, hard-fought, quiet racial revolution. But it was not until the Kennedy era that the Pentagon took a more active role in dealing with off-base discrimination. The first step, in 1962, was the reactivation of the President's Committee on Equal Opportunity in the Armed Forces.

Large American involvement in Vietnam began during the summer of 1965. President Johnson approved bombing of the North, at first in response to guerrilla attacks on American troops in South Vietnam, later to force North Vietnam into giving up plans to conquer the South.

In contrast to the two World Wars and the early days of the Korean conflict when African-Americans had to fight for the right to fight, the Vietnam War brought charges that black soldiers were doing more than their fair share of fighting. Incidents with racial overtones plagued the Vietnam period. It was obvious that military inter-group relationships reflected some of the same tension that had developed in American society.

In 1991, African-Americans made up 104,000 of those sent to Southwest Asia to liberate Kuwait from Iraqi invasion. Operation Desert Storm highlighted the military's stature as an institution of opportunity for African-Americans.

Now, after almost 20 years of an all-volunteer Army, African-Americans are fully integrated into the Army. The ultimate honor came when GEN Colin Powell was named the Chairman of the Joints Chiefs of Staff, the first African-American to serve in this position.

In 1992, when the Buffalo Soldiers were finally recognized with the dedication of the National Buffalo Soldier Monument at Fort Leavenworth, Kansas, GEN Powell made this remark:

"I know where I came from. I stand before you the first African-American chairman of the Joint Chiefs of Staff, and I am deeply mindful of the debt I owe to those who went before me. I climbed on their strong backs; I will never forget their service or their sacrifice."

So look back to those strong backs mentioned by GEN Powell. They fought for their nation, and had to fight for the right to fight. This nation and its Armed forces owe them gratitude and honor.

**Ginger Morrow, Kansas City A&PA, and
Kathleen Welker, RJ editor**



1st Infantry Division soldiers were welcomed home from the Persian Gulf on March 8, 1991.

AGR recruiters hit a new market

— *technical warrant officer mission begins*

There is a new market for some AGR recruiters, and it's a sure thing they will be successful.

Since 1987, Reserve technical warrant officer recruiting has been assigned to five AGR recruiters working under the Reserve Affairs Directorate at HQ USAREC. Most of their time has been spent on the road giving briefings at Reserve units and handling the completion of application packets. This method of recruiting Reserve technical warrant officers has not resulted in mission accomplishment.

Effective January, most battalions will have a designated Reserve technical warrant officer recruiter. These new field recruiters can provide a close working relationship between the Reserve unit and the recruiter. The recruiter will be able to identify TPU vacancies in the Reserve unit, attend unit meetings and sell the warrant officer program to prospects, and be recognized by the unit as "their" recruiter. That recruiter can also provide station recruiters with regular referrals.

Missioning for the Reserve technical warrant officer recruiter will be for board-qualified applicant packets. Completing three board-qualified applicant packets per quarter will be mission accomplishment for the battalion. "Processing a packet can take from 120 to 180 days," said CW5 Donna Foli, chief of HQ USAREC's Warrant Officer Recruiting Team, "although we have processed a fully completed packet in 45 days. Commanders can't think RSM for warrant officer packets."

All waivers will be done at HQ USAREC, relieving AGR recruiters of this time-consuming duty. The HQ USAREC team will provide referrals to the field recruiter from inquiries received at headquarters on the program. The HQ USAREC recruiting team will continue to give briefings at Reserve units throughout FY 93. This will provide needed training to the field recruiters.

The recruiters at HQ USAREC agree that the hardest part of warrant officer recruiting is finding qualified applicants. Most prospects are E-6 or above and often say, "I'm too old." However, they usually find out they are not. The maximum age for application is 46 and the average age of a warrant officer is 38. Other prospects say, "I don't want to go through the hassle of Warrant Officer Candidate School." The key here is to be physically fit for the APFT, which is administered by gender and age as required by Army regulation. The unit physical fitness trainer can assist candidates in preparation for the school.

"The new program is going to have some kinks," said MSG Doug Carmack, NCOIC for the USAREC technical warrant officer recruiting team, "but this is one of the best jobs a Reserve recruiter can have."

The point of contact for Reserve warrant officer recruiting is CW5 Donna Foli, 1-800-223-3735, extension 4-8990, or MSG Doug Carmack at ext. 4-8989.

Pearl Ingram, RJ staff

How-to points for AGR recruiters:

- Inform prospect of pay increases;
- Overnight career enhancement;
- Prestige of wearing the rank;
- Greater upward mobility opportunity than available in the enlisted ranks; and paid training.
- Check civilian acquired skills in order to qualify applicant.
- You have access to personnel records and manning documents.
- The Reserve unit is your point of contact.

There's a USAR technical warrant officer recruiter coming soon to a location near you!

*Presentations to be given by the HQ
USAREC USAR Technical Warrant
Officer recruiting team.*

6 February, 10 a.m.

HSC, 550th MI Bn (Hvy)
Seiver-Sanders USARC
Pedricktown, N.J.

6 February, 9 a.m.

HHC, 357th CS Bn
2190 Winterville Road
Athens, Ga.

6 February, 10 a.m.

873d CS Co Maint
1411 N. Marion Avenue
Washington, Iowa

7 February, 4 p.m.

11th SF C/1/11th SFG
Fort Dix, N.J.

7 February, 9 a.m.

802 OD Co Ammo DS-GS
570 Shallowford Road
Gainsville, Ga.

7 February, 9 a.m.

5040 USARF School
225 E. Army Post Road
Des Moines, Iowa

20 February, 10 a.m.

409 AG Co Per Svc
2393 Colvin Blvd
Tonawanda, N.Y.

20 February, 10 a.m.

306 MD Hosp Det/Field Hosp
25 Executive Drive
Jackson, Tenn.

20 February, 10 a.m.

Ops/Anal Bn
3105 San Augustine Avenue
Pasadena, Texas

21 February, 1 p.m.

HHD, 3d Bn, 390th Regy, 2d Bde
9400 Proter Road
Niagara Falls, N.Y.

21 February, 10 a.m.

302d MI Co (CEWI)
2562 Avery Avenue
Memphis, Tenn.

21 February, 12:30 p.m.

4005 USAR HSP
1850 Old Spanish Trail
Houston, Texas

27 February, 9 a.m.

Co C, 373d MI Bn
1776 Middlefield Way
Mountain View, Calif.

28 February, 9 a.m.

HHC, 373d MI Bn
Bldg 1101, OAB
Oakland, Calif.

*The designated USAR technical warrant
officer recruiter should attend these
presentations.*

The Test

1. What are the categories of prospecting?

- a. Telephone and referrals
- b. Referrals and face-to-face
- c. Face-to-face and telephone
- d. Telephone and referrals

2. What is the most important part of recruiting?

- a. Prospecting
- b. Sales presentation
- c. Asking for a referral
- d. Time management

3. How long will USAREC Fm 539 be maintained?

- a. Current plus previous 2 years
- b. At the discretion of the station commander
- c. Current year only
- d. Current plus past 1 year

4. Which is the most preferred method of mental aptitude screening?

- a. CAST
- b. EST
- c. ACT
- d. SAT

5. What regulation governs briefing someone from outside the battalion at the station level?

- a. USAREC Reg 350-6
- b. USAREC Reg 350-7
- c. USAREC Pam 350-7
- d. USAREC Reg 350-4

6. The _____ is the primary trainer of recruiters.

- a. company 1SG
- b. recruiter mentor
- c. station commander
- d. master trainer

7. All ANC applicants selected are tendered appointments in the USAR.

- a. True
- b. False

8. Who is the approval authority for ANC officers requesting ADSW?

- a. company commander
- b. TPU commander
- c. brigade commander
- d. battalion commander

9. Recruiters will accompany USAR members to their unit of assignment.

- a. True
- b. False

10. What is the goal of the unit referral system?

- a. Increase the quantity and quality of the soldiers joining the USAR
- b. Ensure that the USAR strength is maintained
- c. To increase the flow of referrals to the USAR recruiter
- d. All the above

11. To terminate all functions in the JOIN and ARADS interface software, press _____ until you are back to the main menu.

- a. Esc
- b. Alt F10
- c. Enter
- d. Shift F10

12. Information entered on the recruiters' software is sent directly to the ARADS Regional Data Center.

- a. True
- b. False

13. The JOIN and ARADS interface is always inserted into which disk drive?

- a. Drive A
- b. Drive B
- c. The internal hard drive
- d. The external hard drive

14. What regulation lists the approval authority for waivers?

- a. AR 601-210, Table 4-1
- b. AR 601-210, Table 4-4
- c. AR 601-210, Table 4-5
- d. AR 601-210, Table 4-13

15. What chapter in AR 601-210 pertains to basic qualifications for non-prior service applicants?

- a. Chapter 1
- b. Chapter 2
- c. Chapter 3
- d. Chapter 4

(Answers to this month's Test can be found on the inside back cover.)

The way I see it . . .

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first

Attacking new markets

— New Orleans opens Vietnamese communities to Army opportunities

Shortly after taking over the New Orleans Recruiting Battalion in June 1991, LTC Byrne N. Sherwood Jr. discovered two completely untouched major mental category I-III A markets: Catholic high schools and Vietnamese communities. The prevailing opinion had been that these markets, which showed no propensity to enlist were, therefore, impenetrable.

Given the ever-increasing standards to be met by new enlistees, it seemed imperative that all available markets be exploited. Therefore, Sherwood determined that these two major markets should and would be penetrated.

Sherwood conceded that both of these unique markets would be difficult to penetrate and that to do so would require separate, specifically tailored plans in order to be successful. It was clear from the start that a “business as usual” approach would not only fail, but would cause frustration and perpetuate the belief that these markets were, indeed, unassailable fortresses.

This article addresses only the operation designed to open up the Vietnamese market. The Catholic high school operation is a story to be told at a later date.

Since all previous recruiter-generated attempts to recruit Vietnamese had failed, success would depend on the battalion headquarters preparing the battlefield for the recruiters.

Gathering intelligence

As with any properly conducted military operation, the first step was to gather intelligence. We needed to find out where the Vietnamese lived and in what numbers. What would be the dominant buying motive? What obstacles would there be, and how would we go about removing those obstacles?

Initially, we looked within the battalion for any existing institutional knowledge. Questioning recruiters who had previously worked with the Vietnamese, we determined the following:

- Vietnamese usually score III A or above.
- Vietnamese are always punctual when they agree to an appointment.
- Vietnamese are gracious hosts when a house call is involved.
- Vietnamese seldom join the Army.

Zeroing in on the reason why recruiters thought that the Vietnamese would not join the Army, a pattern emerged; if the recruiter generated a prospect’s interest in enlistment, which was not uncommon, that interest was terminated by the parents. This valuable information identified a major obstacle to be removed.

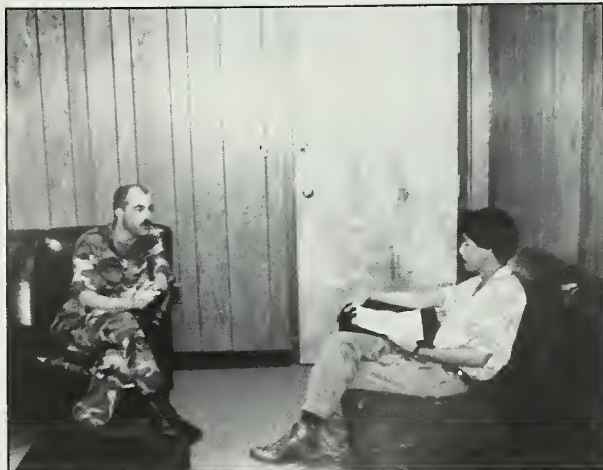
Next, we formulated the following assumptions:

- Vietnamese have a close-knit family organization; extended families are the rule.
- Some parents and grandparents do not speak English well, if at all.
- Except to attend college, there is reluctance to leave the community.
- A university education is considered very important.
- With no other American military service in the family history, only bad memories of the Vietnam war and its conscripted army remain.

Simultaneously with this activity, Larry Jones, the education coordinator, was gathering demographic data and pin-pointing the population. He established that approximately 90 percent of the Vietnamese lived in three Louisiana and three Mississippi counties, the majority of these projected to be III A or above.

A “capture”

The demographics pointed out the counties and the numbers in them, but where in those counties could they be found? Then word came that, through the Gretna (La.) Recruiting Station, a Vietnamese youth named Christopher Nguyen had just enlisted. The commander had



LTC Sherwood discusses penetration of the Vietnamese market with DEP member, Christopher Nguyen. (Photo by Sharon L. Smith)

Christopher invited to the battalion headquarters for discussion, to validate their assumptions and to find out where the communities were located, as well as for any other information they could glean.

Christopher validated all of the assumptions and elaborated on parental and grandparental authority. His decision to join the Army meant that he had “bucked” their authority.

He informed the commander that four Vietnamese communities existed within the greater New Orleans area and he pointed out their locations on a map. He then revealed what turned out to be the biggest breakthrough.

He explained that most of the Vietnamese are Roman Catholic and that the nucleus of each community is its Catholic church and Vietnamese parish priest. The priests provide the moral leadership within the communities, and he recommended that they be the first points of contact.

Christopher also reviewed a flyer drafted by Advertising and Public Affairs appealing to the parents and grandparents, and he later translated it into Vietnamese.

The plan

We now had enough information to formulate a plan and put it into motion — we developed a three-phased operation. The first two phases were preparation and did not involve any recruiter activity. In Phase I, the operation order was briefed in the recruiting station by the battalion commander and the battalion staff, down to the recruiter level. Sherwood felt that this personal touch was essential to convey his interest in the project and to make sure that his concept and intent were understood at the lowest level. This was not intended to undermine the company commanders — they still had plenty of room to establish their own orders within the framework of the battalion order.

Phase II consisted of personal contact with the parish priests by the company commanders and battalion commander. The objective was to sell the priests on the opportunities offered by the Army, to ask if the approved flyers could be distributed through the church, and to seek opportunities to tell the Army story at a parish meeting. During this phase, the recruiters were undergoing training by the RTNCO on the techniques of recruiting the Vietnamese market.

In Phase III, it was envisioned that the market would be targeted and the breach opened so that the recruiters could pour in to enlist hordes of Vietnamese youths who would be eagerly awaiting their arrival.

Execution

Just like any other military operation, the first step was to get out to “recon” the communities and to meet the priest in each area. With every contact, more information was gained, and the recruiters were met and accepted with positive reactions. Soon the word was spreading through all the communities because of the close-knit relationship that all the Vietnamese priests have with their parishioners.

From that recon, we also knew that we needed to schedule presentations in each community to get the word down to the level of the potential applicants.

The first few presentations were planned about 3 weeks in advance, with announcement flyers distributed by the Vietnamese priest. The initial interest or show-up rate was relatively low, as expected. The New Orleans CLT immediately planned another presentation, which produced better results. The audience included grandparents, parents and young adults. The majority of the presentations were conducted in the evening, so as not to interfere with school and the parents’ work schedules.

Although these presentations resulted in zero contracts, two objectives were accomplished. Number one, they “got the word out” and “first to contact is first to contract.” Number two, recruiters became involved and motivated to pursue the market.

In addition, CPT Richard E. LaRossa, New Orleans Company commander, began inspecting the lead refinement lists and highlighting the names of Vietnamese. He tasked the recruiters to contact those students by specific dates and required recruiters to hold face-to-face meetings with these individuals once every 2 weeks.

LaRossa found that contact of students on the lead refinement lists was a slow process. When the parents answered the phone and couldn’t speak English and the recruiter couldn’t speak Vietnamese, the conversation would end. With this in mind, LaRossa knew he needed a Vietnamese member in the Delayed Entry Program.



CPT Richard E. LaRossa congratulates Quang Nguyen on his decision to enlist in the DEP during a D-Day Re-Enactment. (Photo by Pam Miller)

In late June, by pure luck, Quang Nguyen, Christopher's brother, enlisted and the battalion began using him to call all Vietnamese students on the leads lists. We made some appointments and tested a few students, but still made no new contracts.

Things were moving along very slowly. The appointed recruiters assigned to each Vietnamese area began to lose their momentum. The school year was about to end and the Catholic Christian Doctrine classes, another source of potential applicants, were coming to a close. The company needed to get another slate of presentations scheduled.

It was time to regroup to see what else could be done. At the station commanders' meetings, the obvious key seemed to be to get another Vietnamese into the DEP, since Christopher Nguyen had already shipped out and was no longer available.

Then LaRossa decided to hold a combined centers of influence (COI) function with the local priests, nuns and community businessmen and -women. Two key station commanders attended the function, which was highly successful. Since higher education is a top priority to

***With higher education
a top priority to Viet-
namese families,
CONAP and the ACF
are good tools***

Vietnamese families, the Concurrent Admissions Program and Army College Fund Program were the tools used to get the audience's attention.

Towards the end of the presentation, while discussing issues, an unexpected obstacle surfaced: racism. The Vietnamese centers of influence all stated that racism towards the Vietnamese people did exist throughout the city.

One station commander overcame this obstacle by attesting to the Army's Equal Opportunity Policy. He explained that the Army, through "teamwork," often dissolves prejudices held by those who enter Army service.

At the conclusion of the COI function, the Vietnamese asked for times and dates to set up more presentations with Quang Nguyen as a participant. He would give the young Vietnamese a peer who could provide answers to their questions about Army life.

Quang says, "I joined the Army because I do not want to always turn towards my parents for monetary support. Another reason is for the educational benefits I can acquire during or after my service."

"Being Vietnamese, I know that education is an important step on the right road. But sometimes opportunities are not present to acquire an education. In my case, my parents are old and money is tight; it would be logical if I somehow find a way to be on my own. That's why I chose the Army," said Quang Nguyen.

Conclusion

The bottom line is that this market is "tee lagniappe" ("a little something extra"). It has meant a lot of work and will take a lot more, but soon it will be more than "tee lagniappe."

New Orleans has yet to reap the harvest of this operation and some readers might conclude that the Vietnamese market is not worth the time or trouble.

Is it worth it? Without casting aspersions on the New Orleans public school system, LTC Sherwood says that, "any source of MC III-As is worth the effort. In the late 1970s, we were recruiting MC IIIB and IV non-HSDGs.

"Former MG Maxwell Thurman said that we were going to have a quality Army and anything less was unsatisfactory. The change didn't happen overnight, but it did happen. I am confident that, if we persevere, we will reap the harvest and, in turn, we will be able to look to the Vietnamese community as a rich source of high quality recruits."

"Oung co chiu thua," which is Vietnamese for "never give up."

**LTC Byrne N. Sherwood Jr., New Orleans Bn, and
CPT Richard E. LaRossa, New Orleans Company**

Suggestion is a good idea

■ It was a good idea. It was a lucrative idea.

Through the Army Ideas for Excellence Program, or AIEP, Nel S. DeLeon suggested a little streamlining of the Army Nurse Corps' Spirit of Nursing award program and netted herself some cool cash.

DeLeon, a public affairs specialist at Headquarters, U.S. Army 5th Recruiting Brigade, couldn't see why it was necessary for nursing school deans to submit their Spirit of Nursing nominations to the National Award Center in New York.

"The center makes copies of the nomination forms, batches and forwards them to the battalions, brigades and USAREC twice a month," DeLeon said. "They make at least three copies of the form—one for the agency, one for the brigades and another for USAREC."

DeLeon suggested that nursing school deans submit their nomination forms directly to the battalion A&PA, using pre-addressed nomination forms. This would expedite processing at both local and national levels.

Ms. Nel DeLeon, 5th Brigade public affairs specialist, was awarded \$1,480 for her suggestion. (Photo by LuAnne Fantasia)



"Someone asked for my opinion," DeLeon said. "I thought the battalion A&PAs could just make one copy of the completed nomination forms and forward them directly to the USAREC program manager once a week for national award processing."

"Brigades don't need copies because we monitor the program through a simple monthly telephonic report from the battalions," DeLeon explained.

According to DeLeon's suggestion, by saving resources and minimizing delays incurred with the middleman-type organization, battalions and USAREC gain a more efficient control of the Spirit of Nursing program and are better able to handle short-suspense award presentations.

USAREC estimated a first-year savings from the adoption of DeLeon's suggestion to be close to \$26,000. Based on that figure, DeLeon was awarded \$1,480.

"I expected a couple hundred dollars," DeLeon said. "This is kind of like winning the lottery!"

What kind of exotic travel and shopping does she have planned for her windfall?

"It's already spent...four new tires, a windshield and repairs for a dented door on my (teenage) son's car!"

LuAnne Fantasia, 5th Bde A&PA

Recruiter helps Special Olympics

■ Giving to others is sometimes the most rewarding and satisfying thing one can do for oneself. A recruiter from the Saco Recruiting Station practiced that theory recently when he gave up his weekend to volunteer for the 1992 Beach Olympics at Old Orchard Beach, Maine. Beach Olympics is an annual fund-raiser to benefit the Maine Special Olympics program.

SSG Chester Dykeman, Saco Reserve recruiter, said he became interested in the program after he saw an article in the newspaper asking for volunteers.

"I'd never been involved with the Special Olympics program, but I like working with children, and I thought it was a good program," Dykeman said. He assisted Friday and Sunday by hanging signs, marking off locations for events, officiating events, awarding medals and cheering on the many individuals participating in the program.

"I thought the event was great," Dykeman said. "It gave me the opportunity to do something for the public and to establish some centers of influence around the area."

Bobbie Galford, Brunswick Bn A&PA

SFC Anibal Maldonado conducts a nuclear, biological and chemical overview with DEP members, with just a little added humor. (Photo by Carol Haubrich)



A touch of humor

■ Talk of the infamous basic training gas chamber makes already skittish DEP members even more apprehensive. It's just one of those noxious subjects. According to SFC Anibal Maldonado, West Bend Station, Wis., a touch of humor during Nuclear, Biological and Chemical (NBC) Overview, lightens up a sensitive training subject during DEP functions.

"I can see the kids are getting uptight when I tell them they've got 15 seconds to get the mask clear and on," Maldonado said. "We're talking about a very hazardous situation," he said.

At this point, Maldonado sees the DEP members pained faces and goes into his break dance routine.

"I tell them when the gas hits, if they aren't prepared, your body starts a twitchin' and your legs start a shakin. Then I do a few break dance moves and they loosen up," Maldonado continued.

Once Maldonado has won his pupils' confidence through humor, he refocuses the DEP members on the instruction. "I never fail to point out the severity of the gases, but you need to keep their atten-

tion, too," Maldonado said. "If the kids are scared their minds are creating the worst possible scenarios, and they aren't paying attention."

Maldonado says the key to effective teaching of sensitive material is to continually read the audience.

"If what you're saying is bothering them, make them feel at ease to bring it up. A joke breaks the tension in the air and creates a fresh forum for discussion," Maldonado said.

Carol Haubrich, Milwaukee Bn A&PA

Mini course

■ The easiest and most popular way to gain access to high schools is to conduct classroom presentations. Sometimes a presentation can become more than just a simple 45-minute speech.

SFC Alan Sprinkle and SGT Frank Mendoza of Waukesha, Wis. proposed a classroom discussion on basic land navigation at Mukwonago High School. As they discussed the idea with Kathy Bartoszek, physical education teacher, it grew into a 3-day mini course. The course was broken down into three segments, each highlighting a particular skill.

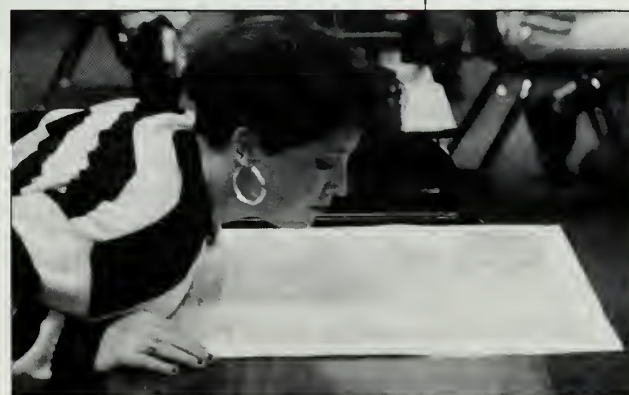
In the first session, students learned the terminology, what the symbols mean, and how the various parts of a map are used. Throughout this portion, students were asked to identify specific terrain features and locate them on a map. During the second session, the students gained a working knowledge of a compass. They learned the different hold techniques and how to orient a map using a compass.

The students finally received practical experience using their newly acquired skills on a compass course. Each student was required to locate four points on the outside course and learned additional field expedient orienteering methods.

Sprinkle said, "Each student was tested and graded on what we taught them. The course actually became part of the curriculum."

As a finale to the course, students set up a campsite with the help of the recruiters using equipment from the local reserve unit.

Pat Grobschmidt, Milwaukee Bn



Erin Enright, a Mukwonago High School senior, looks for terrain features on a map. (Photo by Pat Grobschmidt)

Involved with Junior Achievement

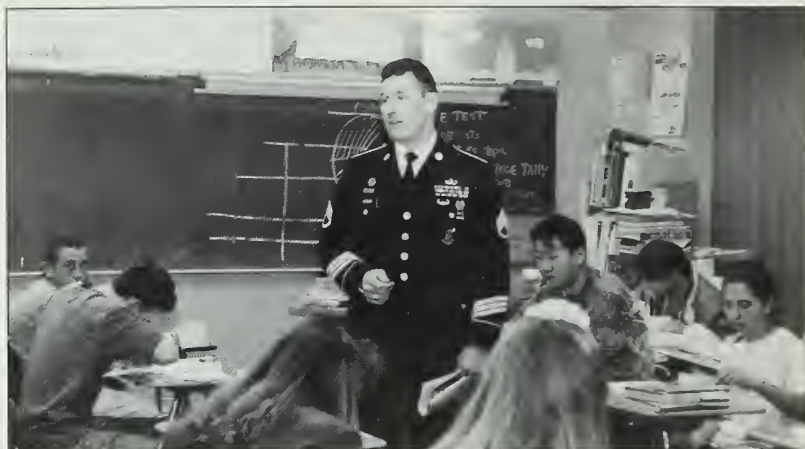
■ Every Monday morning, SSG Dale Cowan, Army recruiter at the Widefield, Colo., Recruiting Station, dons his dress blues and reports to Fountain Fort Carson High School, Fountain, Colo., as a member of the teaching staff.

It is time to teach a class in Project Business to the 26 students in the Junior Achievement Class. The program was designed to work with potential high school dropouts to keep them in school and teach them how to prepare themselves for the business world after high school.

This particular Monday, the class was on job interviews. Cowan explained to the students that prior to going to an interview there are certain things that a person should do. Among these are researching the company, think about what you can do for the company, dress appropriately, relax, and be sure to be on time. He went on to explain to them that no one is more important than them and to keep that thought in their minds at all times. Think before you speak. Don't rush into the answer.

Throughout his class, Cowan also maintained a positive attitude toward the students. He constantly told them that they were important, also. Even during role playing, he continued to reinforce a positive attitude and made each student feel like they counted.

At the end of the class, many students talked to Cowan about some questions they had or just to



SSG Dale Cowan teaches business class at Fountain Fort Carson High School. (Photo by Carmi Eichorn)

say thanks and that they would see him next week.

Cowan's teaching skills and presence in the school, may not bring him contracts, but it gives him a great feeling to know that he

is helping young people to stay in school and preparing them for the world after graduation. He is truly a mentor in the community.

Carmi Eichhorn, Denver Bn A&PA



■ SFC Walter Bradford, USAR recruiter from Garden Grove, Calif. Recruiting Station, presents Certificate of Recognition to PFC Craig R. Tilley for obtaining the rank of Eagle Scout. Tilley joined the Army Reserve through the Split Option Program and is assigned to the 6218th Reception Station and is also attending California State University. (Photo by Carol Gaskill)

CHAMPUS News

Reduced Cap

The Defense Authorization Act has reduced to \$7,500 the annual "cap" on CHAMPUS-covered civilian medical expenses for CHAMPUS-eligible military retirees, their dependents, surviving family members of deceased active or retired service members and eligible former spouses of military members.

The new, lower cap began with the new government fiscal year on Oct. 1, 1992. Previously, the cap for everyone but dependents of active-duty members was \$10,000 per fiscal year (Oct. 1 through Sept. 30). The cap for active-duty families remains at \$1,000.

CHAMPUS contractors will adjust their computer systems to account for the reduction in the cost cap. Persons who have submitted claims for civilian medical care received since the beginning of the fiscal year (Oct. 1, 1992), and who have already reached the \$10,000 cap on their share of the expenses for such care, will have the appropriate adjustments by CHAMPUS contractors when the change to a \$7,500 cap is implemented.

The cap applies only to the amount of money required to meet the family's annual deductibles and cost-shares based on CHAMPUS allowable charges for covered medical care received in any one fiscal year. Charges in excess of those CHAMPUS determines to be reasonable, or "allowable" for covered care, and charges for care not covered by CHAMPUS are not covered by the rule. Likewise, costs paid by families under the CHAMPUS Program for Persons with Disabilities (Program for the Handicapped) are not counted toward the cap.

CHAMPUS "DRG" Cost-Share Changes

The CHAMPUS diagnosis-related group (DRG) daily cost-share for most civilian hospital admissions has changed.

The daily rate for active-duty dependents for most hospital admissions that occur on or after Oct. 1, 1992, is \$265. CHAMPUS-eligible persons who are not the dependents of active-duty service members will pay either the fixed daily \$265, or 25 percent of the hospital's billed charges, whichever is less.

Active-duty family members' cost-shares aren't affected by the DRG rates. They'll still pay a small daily

fee (it's \$9.30, as of Oct. 1, 1992) for each day in a civilian hospital, or a total of \$25 for each hospital stay, whichever is greater.

Crime Doesn't Pay

A military sponsor who used 13 different social security numbers to obtain medical care and drugs in more than 25 states has pled guilty to one count each of misuse of a social security number and making a false statement. Arthur J. Collins Jr. was sentenced to 33 months in prison and 24 months of parole. He was also told by the court to obtain both mental health and drug abuse counseling after his release from prison.

Seven of the 13 social security numbers he used were listed in DEERS (the Defense Enrollment Eligibility Reporting System).

Wait a Minute!

Before you file a CHAMPUS claim, remember: if you have other health plan coverage (including auto insurance with either medical care coverage or "no fault" coverage, and "special accident" coverages issued through schools for school activities and athletics) in addition to your CHAMPUS benefits, you must file with that insurance before filing with CHAMPUS. The only time you can file with CHAMPUS first is if your other coverage is either Medicaid (a public assistance program) or a health policy that is specifically designated as a CHAMPUS supplement.

You Need an ID Card

In order to use CHAMPUS benefits, you must have an ID card issued by the uniformed services. For active-duty dependents, the card says on the back, in Block 15B, whether or not you are covered by CHAMPUS (this is not true for military retirees' ID cards, which have a block indicating that no civilian medical care is authorized after a certain date).

Children under 10 who don't have ID cards of their own can use either parent's ID card, but must be enrolled in DEERS. Newborns who need a non-availability statement for in-patient care received in a civilian hospital must be listed in the DEERS computer files, even though they don't have an ID card.

Check with your nearest Health Benefits Advisor for more information.

Editor's note: *We begin a new department this month. The directorate of Program Analysis and Evaluation (PAE) earns its money by examining numbers to aid recruiting. The following are some of the results of their studies. Since this is a new department, the authors want your feedback on how useful you think this information is. Call with your comments: 1-800-223-3735, ext. 4-0776.*

Factoids

■ College costs can be cut as much as 40 percent by sending Junior to a public community college for 2 years before transferring to a 4-year university, according to Money magazine's "Money Guide: Best College Buys."

Tuition at the country's 1,000 or so tax-supported community colleges averages \$1,022 nationwide. It's as low as \$200 a year in California.

The portion of the U.S. population living in metropolitan areas reached 77 percent by 1988, according to the U.S. Census Bureau. Metropolitan areas have grown at more than twice the rate of non metropolitan areas since 1980, and this growth differential increased during the decade.

The total number of jobs in the U.S. increased from 102 million in 1980 to 122.6 million in 1990. Well over three quarters of the 20.6 million increase in jobs came in the South and the West — where most of the population growth occurred in the last decade, according to the U.S. Bureau of Labor Statistics.

Education takes a hit

■ Average tuition and fees are expected to rise 10-12 percent at 4-year public colleges and univer-

sities and 7 percent at private institutions during the 1993-94 academic year. Reasons cited are operating budget cuts at 57 percent of the nation's colleges and universities during 1991-92. Public schools blame state funding cuts. Private schools point the finger at rising health insurance costs, deep cutbacks in research grants and private donations, and the need to complete long-postponed building repairs.

Education — hit number two

■ Loans to college and university students are being limited by 69 percent of lenders. Among those, the average cutoff default rate is 23 percent. In 1989 only 31 percent of lenders cut off students on the basis of school default rate. A majority of lenders (69 percent) would reduce lending even further and another 4 percent would stop lending completely if there is a 0.25 percent cut in the Federal Special Allowance (currently at Treasury Bill interest rate plus 3.25 percent).

More work, less pay

■ Five million full-time jobs were added to the U.S. economy between 1979 and 1989, but nearly all of these jobs paid less than \$250 per week, or \$13,000 a year after adjusting for inflation. Census Bureau calculations indicated that 18.9 percent of full-time workers had low-paying jobs in 1979. In 1989 the percentage rose to 23.1 percent. Today the figure is up to 25.7 percent. The median weekly wage for all workers (in 1989 dollars) dropped by \$391. Negative growth is not only hit-

ting paychecks, it's also attacking benefits. Harvard economist James Medoff, cited in *Fortune*, finds that 38 percent of new jobs in 1988 had pensions and health benefits compared to 43 percent having pensions and 23 percent offering medical care in 1979.

School enrollment mirrors social changes: spending is up — so is the drop-out rate

■ Overall enrollment rates for both college and high school have increased over the last two decades. In the last decade, college undergraduate enrollment for 16-to 24-year-old high school graduates increased seven points, reaching 37 percent in 1990 compared to 30 percent in 1980. High school students who are older than the norm for the grade they're in are at greater risk of dropping out, according to "Turning Points: Preparing American Youth for the 21st Century," by the Carnegie Council of Adolescent Development, as cited in "The Condition of Education."

Overall, the persistence rate (the measure of continued enrollment from one year to the next) was 96 percent in 1990 (i.e., 96 percent of students in grades 10-12 in the fall of 1989 enrolled again or graduated). The remaining 4 percent dropped out of high school.

An encouraging note: The persistence rate for blacks — 95 percent — shows a gradual improvement of 4.5 points over the last two decades. The persistence rate for Hispanics in 1990 was 92 percent (up 3.3 percentage points from 1972), compared to 97 percent for whites (up 2 percentage points from 1972).

Ice Breakers — Subjects Youth (16-23) Like to Read About

Sports — 55%
 Movies — 52%
 Pop Music — 37%
 Environment — 34%
 Math — 32%
 Science — 27%
 History — 22%
 Current Events — 21%
 Geography — 15%
 Politics — 8%

Research says...

■ Bottom line up front — If you contract a high school senior the *probability* of DEP loss is 32.5 percent greater if the applicant ships after 31 August following a late May (or early June) graduation.

In examining over 21,000 senior DEP losses, it was determined that there is a significant difference in the likelihood that a senior will access within 90 days of graduation versus waiting until after "Senior Summer."

What is the most promising nurse market?

■ Information from a 2-month study of the nursing field by USAREC PAE shows that the best market is the basic baccalaureate student nurse — the working nurse is on average 42 years old. These nurses are generally white females and their family's second income earner. Further, this group of nurses is more involved in their communities and have families.

Additionally, as senior nurses, their salary will be at or near the top of the scale, they will have the best shifts and the preferred positions at the institution for which they work. Consequently, these nurses are less likely to be lured into the Army.

The student nurse (basic baccalaureate nurse) is attending or has graduated from an NLN accredited nursing program within the last year. This nurse is on average 28 years old. Hence, they are less likely to have the same size family (if they have one at all) of the working nurse. Additionally, the student nurse will not have the depth of community ties as the working nurse.

Further, the student nurse will be making or offered a salary — although higher than a second lieutenant's salary — at the bottom of the pay scale of the institution for which they are working or applying. Lastly, the younger applicant is more likely to pass all of the physical requirements necessary to access onto active duty.

Thus, the student nurse is more mobile, less established in their communities and work, making less money, and more likely to meet all of the physical requirements to access onto active duty. In other words, to make every one of your recruiting hours the most productive, look to the BBN.

Market research and DEP management

■ The question, are we managing the Delayed Entry Program (DEP) as well as we could?

Since each DEP member lost is another one that we must bear the expense, effort, aggravation and "mission incrementation" of replacing, steps that bring DEP loss within "control" are needed.

Research by Westat, Inc., suggests that limiting contract renegotiations would reduce DEP loss dramatically. Their data show that DEP members who "reno" to a later accession month are much more likely to become DEP losses (74 percent). While the research shows that some changes would clearly reduce DEP loss, they may also exclude some potential recruits from our market.

The idea is to invest the right amount in the DEP so that its marginal benefits are near the maximum. The DEP program can and should be a benefit, not a burden!

New meaning to "short term"

■ Recent research shows a prime market in prior service prospects. The prospect who completed an initial regular Army 2-year enlistment was significantly more likely to join an Army Reserve unit compared to a prospect with a 3- or 4-year initial enlistment.

Normally younger, this prospect has fewer family obligations and is likely to attend college level schooling. The hottest time to recruit this prospect is within the first 6 months off active duty. Research shows more prior service prospects join an Army Reserve unit in the first 6 months after separation from active duty than in the following three years. After three years off active duty the prospect is less likely to join the Army Reserves.

If you have comments or want more information on any of these topics, contact the PAE Market Research Branch (Mrs. Ramos) at HQ USAREC, 1-800-223-



Hot Messages

■ RECUSAR Message 93-001 provided policy update for **Guidance Counselors and Operations.**

USAREC Liaison NCO continues to report that USAR applicants are arriving at Reception Battalions with Automated DA Form 3286-61. This form is obsolete and has been replaced with DA Form 3286-67 (Jun 91). Guidance counselors should also be using DA Form 3286-69 (Nov 89) when required.

Individuals enlisting for war-rant officer programs are not authorized to receive Enlistment Bonus (SRIP).

ARPERCEN continues to receive enlistment/reenlistment documents for 1 and 2 years. IAW Army Regulation 140-111, table 2-5, continued USAR membership when assigned to the IRR requires the term of service to be 3, 4, 5, or 6 years only.

Take a look

■ Amended USAR Substitution Rules Allow Effective for 2Q FY 93:

Allow Grad/Currently In High School category A (GCA) to substitute for Prior Service (PS).

Cross gender substitution is authorized.

PS substitutes for Grad Bs.

Take control of your destiny

■ Most people are capable of taking the steps that lead to more job satisfaction and a sense of accomplishment. The trick is to find and adopt the procedures that result in these ends. Do you get the most out of the time you spend on the job every day? Take the following quiz to find out. Answer YES or NO to the following questions.

Quiz

1. *Do you plan your day so that the work flow goes as smoothly as possible?*

2. *Do you take time to look ahead to decide what you want and need to accomplish?*

3. *Do you set priorities on the various tasks you must perform?*

4. *Do you look for ways to streamline the work you do, so you can achieve more each day?*

5. *Can you keep your mind on your work, tune out distractions, and stick to a comfortable work pattern?*

6. *Do you try to learn as much as possible about the opportunities that your competitor offers?*

7. *Do you pitch in to help your colleagues when they need it?*

8. *When you run up against a problem, do you gather all the pertinent facts before acting on a solution?*

9. *If you think you'll miss a deadline, do you consider all your options before panicking?*

10. *Do you actively strive to keep your work area orderly and files up to date?*

Total number of YES answers = your score:

Eight or more YES answers suggests that you are efficient, practical, and productive.

A lower score indicates that you could be accomplishing more and getting more enjoyment from your work if you adopt procedures to result in yes answers.

Remember that only you can take full advantage of your personal potential.

Questions and comments

■ If you have a question or idea you want to share, write us. Please be as detailed as possible.

HQ USAREC
Director, Reserve Affairs
ATTN: RCRC-PPS-TIPS
Fort Knox, KY 40121

POC is MSG Hirnikel, 1-800-223-3735, extension 4-0873.

Best of the Best

ALBANY BN

SFC Patrick A. Duron
SFC Steven Cantell
SSG David E. Simons

ALBUQUERQUE BN

SSG Odie B. Freeman
SFC Michael P. Harry
SSG Robert L. Lodge
SFC James K. Hudson

BALTIMORE BN

SGT Rodney M. Brooks
SFC Linda G. Bruscia
SSG Claude D. Brown
SFC Lena M. Dennis
SFC Daniel J. Romanchik
SFC James L. Mullen
SFC Paul F. Handley
SFC Bobby E. Potter

BECKLEY BN

SFC William C. Westmoreland
SFC James J. Eisner

BRUNSWICK BN

SSG Alan W. Migneault
SSG Calvin W. Cannon
SFC Manuel A. Daponte

CLEVELAND BN

SFC Jesse O. Anderson
SFC Raymond Barnhart

COLUMBIA BN

SSG Yvonne Sims
SSG Gary Hancock
SGT James Hawkins
SFC Willie Hilton

SSG David Griffard

SGT Joseph Blando
SFC Drue M. Michaud
SFC Rae Batiste
SFC William Jennings
SFC William R. Cade Jr.
SFC Eddie Mathis

HARRISBURG BN

SFC Dorothy M. Clark
SSG Lisa M. Horseman
GS7 Guy W. Hanley
SFC Thomas E. Benner

HOUSTON BN

SSG Jacqueline R. Lovell

INDIANAPOLIS BN

SFC Gregory Williamson
SFC Nehemiah Sims
SFC Patrick Corbitt

JACKSON BN

SSG John Collins III
SSG Anthony L. Waits
SFC Frank N. Truitt
SFC Jeffery B. Stocker

JACKSONVILLE BN

SFC Charles Potter
SFC Keith Fuller
SFC Paul Ohmann

KANSAS CITY BN

SFC Timothy C. Benson

LANSING BN

SFC Robert J. Olajus

LOS ANGELES BN

SSG Eric L. Williams

MIAMI BN

SSG Leslie C. Jones
SSG James Friendly
SFC Willie Williams

MONTGOMERY BN

SFC Mark A. Gentry
SFC Henry Lafferty
SFC Elmer N. Duncan
SFC Anthony C. Brown
SSG James W. Appling
SFC Michael Brown

NEW YORK BN

SFC Leroy Campbell
SSG James Bulger
SFC James Bowers
SFC Joseph DiMatteo
SSG Gary Davis
SSG Filiberto Carattini
SFC Larry Kintchen
SFC John Wims

NEW ORLEANS BN

SFC John Duplika
SFC Terrance Martin
SFC Rickie A. Tucker

PHILADELPHIA BN

SSG Daryl L. Dukes

PHOENIX BN

SSG Gary W. Smith
SSG Robert H. Carr

PITTSBURGH BN

SSG Scott A. Gibson
SGT Ralph J. Chubbuck
SFC Matthew J. Colley
SFC Travis V. Gregg

RALEIGH BN

SSG Danny P. Storie
SFC Michael Brown
SFC Timothy Davis
SFC Terry Mack
SFC Susan A. Wolfe
SFC Virgil W. Harris
SSG Timothy W. Niles
SFC Harold Bryant

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SGT Patrick Cademartori
SGT James Lapsley

SALT LAKE CITY BN

SFC Todd B. Galloway
SSG Phillip J. Harper

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SSG Bruce M. Stratford
SSG Randy L. Gallegos
SSG Jerome Thanhelser

SANTA ANA BN

SFC Tyronne McFadden
SSG James E. Hall
SSG Arthur Ramos
SFC Dennis M. Keith

ST. LOUIS BN

SSG Russell Stunkel
SSG Samuel Rakestraw
SSG Anthony D. Tinsley

TAMPA BN

SFC Stanley K. Goggans

Gold Badges



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BALTIMORE

SSG Jewel P. Christmas
SSG Michael Martin

BRUNSWICK

SSG Aaron D. Ashcraft
SSG Christopher Ferreira
SSG Timothy L. Ryan
SGT Joseph Scaparro
SGT Alan A. Doucette
SSG Victor Whaley
SSG Ronald D. Bell

INDIANAPOLIS

SSG Dean E. Patterson

JACKSON

SSG Kenneth A. Nunley
SGT Arties L. Roper

KANSAS CITY

SGT Anthony A. Brown

PHILADELPHIA

SSG Daryl L. Dukes
SGT Heribert Mirandalugo
SSG Javier Rivera-Velez

SALT LAKE CITY

SSG Dennis K. Russell
SSG Lester T. Digou

ST. LOUIS

SSG Roger L. Cochran

Rings

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SFC Richard R. Nason Jr.

BALTIMORE

SFC Carmen R.M. Evans
SSG Garry W. King

COLUMBIA

SFC Danny E. Holder
SFC Clinton Georgie Jr.
SFC Thomas McMahon

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SFC Isaac C. Chamness

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SSG Ernest A. Hubbell
SFC Gary E. Kegerreis

LOS ANGELES

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SFC Ray S. White

MINNEAPOLIS

SFC Mark A. Thayer
SFC Richard L. Benefiel
SSG Thomas B. Lester

MONTGOMERY

SFC Richard M. Davis

NASHVILLE

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SFC Susan B. Atkins
SSG Thomas R. Hall
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SSG Lindsay Smith
SFC Frank D. Reinelt
SSG Dennis E. Bottoms
SSG Reginald W. Collins

SACRAMENTO

SFC Richard Craven

SAN ANTONIO

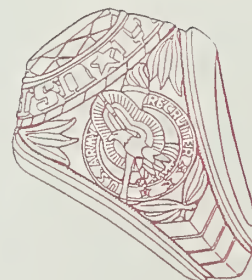
SSG Edwin Gonzalez-Soto

SYRACUSE

SFC Patricia A. Nickens

TAMPA

SSG Seth Swinton
SFC Robert Hockman



RSC Schedule

RSM February

Cinema Vans

ALBUQUERQUE, Jan 28 - Feb 21
BRUNSWICK, Feb 18 - 24
CHICAGO, Feb 10 - 21
CLEVELAND, Feb 3 - 7
INDIANAPOLIS, Jan 28 - Feb 14
JACKSONVILLE, Feb 18 - 24
LANSING, Feb 10 - 21
MILWAUKEE, Jan 28 - Feb 7
MONTGOMERY, Jan 28 - Feb 21
NEWBURGH, Jan 28 - Feb 14
NEW ORLEANS, Jan 28 - Feb 21
SACRAMENTO, Jan 28 - Feb 21

Cinema Pods

ALBANY, Feb 3 - 7
ATLANTA, Jan 28 - Feb 21
CINCINNATI, Feb 3 - 14
DENVER, Jan 28 - Feb 24
DETROIT, Feb 17 - 24
HARRISBURG, Jan 28 - Jan 31
HOUSTON, Feb 1 - 21
JACKSON, Feb 1 - 21
NEWBURGH, Feb 10 - 21
SAN ANTONIO, Jan 28 - 30
SEATTLE, Jan 28 - Feb 21
ST. LOUIS, Jan 28 - Feb 21

High Technology Exhibit Van

ALBUQUERQUE, Feb 4 - 24

RSM March

Cinema Vans

BALTIMORE, Mar 21 - 27
BRUNSWICK, Feb 25 - Mar 4
CINCINNATI, Mar 9 - 27
CLEVELAND, Mar 16 - 20
DALLAS, Mar 25 - 27
JACKSONVILLE, Feb 25 - Mar 6
KANSAS CITY, Mar 25 - 27
MINNEAPOLIS, Mar 9 - 27
PHILADELPHIA, Feb 25 - Mar 13
PORTLAND, Feb 25 - Mar 25
SALT LAKE CITY, Feb 27 - Mar 26
SAN FRANCISCO, Feb 26 - Mar 25

Answers to the Test

1. C, USAREC Pam 350-7, para 6-2
2. B, USAREC Pam 350-7, para 6-7
3. A, USAREC Reg 350-6, para 3-14
4. A, Ref USAREC Reg 350-6, para 4-4(a)
5. B, Ref USAREC Reg 350-7, Appendix C, Section II, para G4
6. C, Ref USAREC Reg 350-7, para 8-2(a)
7. A, Ref USAREC Reg 601-37, para 5-5(a)
8. C, Ref USAREC Reg 601-37, para 6-14
9. A, Ref USAREC Reg 601-82, para 5(a)
10. A, Ref USAREC Reg 601-67, para 1-4(a)
11. A, Ref USAREC Pam 350-10, Chapter 3, para 4
12. B, Ref USAREC Pam 350-10, Chapter 2
13. A, Ref USAREC Pam 350-10, Chapter 3
14. A, Ref AR 601-210
15. B, Ref AR 601-210



COMMANDER IN CHIEF
UNITED STATES EUROPEAN COMMAND
December 14, 1992

Dear General Wheeler:

Thank you for doing such a great job for our Army. Recruiting Command's Status Report for Fiscal Year 1992 will certainly be of value in this command in helping foster Army recruiting as occasions arise.

With your continued efforts, I am confident that Fiscal Year 1993 Army recruiting efforts will be equally successful.

Again, thanks for a job well done.

Sincerely,

JOHN M. SHALIKASHVILI
General, U.S. Army
Commander-in-Chief,
Europe

Major General Jack C. Wheeler
Commanding General
Headquarters, U.S. Army Recruiting Command
Fort Knox, Kentucky 40121-2726



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